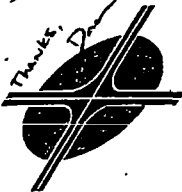


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IN DICK'S OFFICE I THINK
Carol,
Please file in
Ken's Progress Reports



ASH GROVE CEMENT WEST, INC.

Inter-Office Memorandum

December 20, 1991

To Dick Cooke From Ken Rone

Copies to Jim Post Subject Progress Report for
Steve Sheridan Period Ending 12/20/91

George Wells

Ben McBride

The Holiday Season is here with a vengeance. We just completed a very successful lunch time X-mas party complete with presents and a Santa. Thanks to Rosemarie and her little helpers for a memorable time.

The LaFarge clinker barge arrived in wholly inadequate condition to be handling clinker. 50 tons off in the first six hours and an inexperienced crew does not bode well for a restful weekend. Fuller and ourselves are making plans for a long winters night. With your permission we will backcharge LaFarge for the man-hours we have committed. It appears that we will negotiate the cement quality, and loadout schedule after we receive the clinker. The quality department is aware we that we are receiving it.

Work began on the Street Use project. Much analysis was also done on the Cement Barge Loadout project. We expect to issue a P.O. on Monday to Cy-clonaire.

LTI dropped in and looked at our truck routing. We have differing opinions on the direction of circulation of the silica trucks. Our intent is to avoid counter flow on our main road past Baugh's trailers (our future parking lot).

I met with Baugh to discuss the proposed COP's on the gas line hookup and the Clinker Shed. We have a good case to at least share the costs for the gas line. I plan to call a future meeting with the people involved (neither Scott nor I were here that day). Before that I need to find out from the gas company why our gas was not turned on as we had thought and why they told us there was no permit requirement. I see them as a party sharing in the costs. Culpability on this \$13,000 as I see it is as follows:

- AGCW for not seeing that the gas line was clear after they washed it.
- BIC for not knowing that a permit would be required and completing the job after their welder told them there was water in the line.

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December 20, 1991
K. RONE

PROGRESS REPORT
SEATTLE PROJECT

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- WNG for failing to turn on the gas and advising us that a permit was not required.

Regarding the Clinker Shed; that COP has been submitted for approx \$15K. You indicated you would have SMG review Baugh's claim.

We met with all the plant staff to present the new Policy Manuals, the revised Employee Handbook and the Organizational Charts, pay rates and job descriptions for the new plant. The information was well presented and the responses quite encouraging. Questions and comments were discussed with courtesy and a spirit of mutual benefit. Several follow-up meeting will be needed with individuals and subgroups to properly respond.

Still two-blocked on what to do with office furniture. Carmen is going to take care of some of the interior decorations. It looks like we are going to have to buy new items to finish off this project.

I have negotiated the new hydraulic crane purchase down \$34K. We can now get the 35 ton model for the same money with which I was prepared to buy a 30 ton model last year. The final chore is to investigate the used market. More to come.

Rosemarie has reference checked LWVT. Genie Industries was pleased with their association and would repeat. Genie observed that the benefit they received was proportional to the efforts they themselves put into the program.

I am contacting Girish Sud about getting our spectrometer commissioned.

Carmen Murphy visited the Portland Office last Monday for instruction by Paul and Jim on our accounting system.

I firmed up our rock deliveries in January, limiting it to three barges. Also, we propose the second clinker barge be delayed until March 1. The L'Etiole should be a good candidate for getting into our unloading system after it is modified. I would appreciate your comments on this proposal.

Hotworks finished the refractory dryout of the kiln late Sunday. Don McCalley of Refractories NW visited to inspect our brickwork. He concluded that the work was within acceptable standards. We discussed with Don RNW's ability to gear up for full, turn-key response to our brick outages.

This coming weekend we will be taking a power outage to trace the cause of low megger readings on one of the 5KV phases. Problem is that each phase carries three conductors themselves. These power outages require close coordination with our customers as we find ourselves shipping every day of the week. Preloaded tankers do the trick.

Construction progress was well evident in the Clinker shed and on the G-cooler. Footings for the access dock are being formed and poured as are footings for the clinker conveyor and coal convey lines. The stacker belt has been run in and the transfer tower at the clay storage shed is ready to receive conveyor trusses. The kiln hood has been positioned and the gas, coal and air lines run down the tunnel. The Blending silos were presented for ac-

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PROGRESS REPORT
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ceptance but were quickly rejected when the first item we looked at had not been repaired as Baugh had expected. Siding on the Kiln Bldg was completed and is progressing atop the Clinker Silos. The kiln exhaust ductwork is now complete. Baugh has positioned the feed and dust screws for final alignment. The only lagging progressing at this point is on the dust collector ducting.

Kudos to Mr. McBride for finishing the Finish Mill overhaul on December 15th as scheduled. I am looking forward to making some product so we can pay for it.

Next week I expect little construction activity, though Baugh will be operating with a reduced crew. Mr Hemphill will visit to try to interest us in Lane Mtn. Sand. We will be pursuing corrections to our 1992 Operations Plan and learning to use our new memory tape back-up unit. We will use the balance of the time to work the LWVT training issue, interview Shift Supervisor candidates and review the resumes for Plant Engineer we received from Rock Products. We will be ready to offer for your approval a Maintenance Coordinator candidate.



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